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This document is a revision of "Guidelines for Holding a Governor's Conference on Libraries (American Library Association, American Trustee Association, 1963). The report discusses what governor's conferences on libraries are and how they may be helpful. Many aspects of planning for such a conference are presented, including how much time to leave for planning, areas of responsibility to be designated by the conference coordinator, financial support, use of print and non-print materials, publicity, and publication of the final report. The how to do it manual answers the following questions: (1) Who sponsors the conference? (2) Who calls the conference? (3) What should the theme and purpose be? (4) Who should be invited? (5) Who finances the conference? (6) What expenses are involved? (7) What organization is necessary? (8) Who administers? (9) Who should be on the program? and (10) How should the conference be evaluated? A suggested minimum timetable of preparations for a governor's conference is provided. (CC)

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# GUIDELINES

FOR HOLDING A

# GOVERNOR'S CONFERENCE ON LIBRARIES

A STEP-BY-STEP
HOW TO DO IT
MANUAL

*Mrs. Weldon Lynch*

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# GUIDELINES FOR HOLDING A GOVERNOR'S CONFERENCE ON LIBRARIES:

## A Step-by-Step How To Do It Manual

*by*

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## ABOUT THIS PUBLICATION

This is a thorough revision of Guidelines for Holding a Governor's Conference on Libraries which was prepared by Mrs. Weldon Lynch and published in May, 1963 by the American Library Trustee Association (ALTA) of the American Library Association.

This new publication incorporates the experience gained through aiding state groups across the nation in preparing for and holding conferences. The publication represents the results of much investigation and study by Mrs. Lynch, in addition to participation in many governor's conferences. The work was hers and the conclusions are her own; but she has worked closely with chairmen and members of ALTA's Governor's Conference Committee in preparing this revision. The publication can be said to represent the best thinking of ALTA on this subject.

In addition to being a Past President of ALTA, Mrs. Lynch has been an active contributor to committees of the American Library Association and to ALTA, including the chairmanship of the latter's Governor's Conference Committee for the period 1963-65. She has contributed much to library development in the state of Louisiana and is currently serving as a consultant and coordinator for special programs for the Louisiana State Library.

*Edward G. Strable, Executive Secretary*
*American Library Trustee Association*
*American Library Association*

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## WHAT ARE GOVERNOR'S CONFERENCES ON LIBRARIES?

Governor's Conferences on Libraries are citizens' meetings called by the governor and convened in the capitol city of a state to enlist statewide support (see page 9) and to inform citizens of library needs and services, or to initiate programs of library development, or to consider a major library problem.

Although the history of Governor's Conferences is short, going back but a few years, more than half of the states have held at least one such citizens meeting. Many states have held several Governor's Conferences on various aspects of library development.

The resulting awareness of present problems and future potential of libraries has sparked acceleration of library development. Library trustees in particular have found that a Governor's Conference brings rich rewards in increased cooperation and support for improved library service, not only in public libraries, but in all types of libraries.

One, or all, of the following results were evidenced in those states which have held Governor's Conferences:

A new interest in libraries by citizens;

A new interest in libraries by state officials;

Prospects for better financial support of libraries;

A new interest in inter-library, statewide planning for improved service.

A better understanding of the need for total library service with coordination of all types of libraries in a cooperative effort.

These are additional gains obtained in various states:

Support for and/or passage of needed library legislation, including increased state aid to libraries;

Expansion of services to unserved areas;

Adoption of a state plan for public library development.

The following pages are offered as a basic step-by-step manual to aid in the planning of a Governor's Conference.

# WHY A "GOVERNOR'S CONFERENCE?"

Why a statewide conference called by the governor to consider library problems?

Many states have a well-established pattern of many years' standing for state and regional conferences and institutes for librarians and trustees. Sometimes these meetings have the same goals and the same impact as many of the workshops or institutes named "Governor's Conferences" in other states. The objectives and results of such meetings have proved satisfactory within these states.

Many states have found the statewide Governor's Conferences to have a fresher appeal and a more direct impact upon library development. The reasons are various:

In some cases, the particular meeting designated as a "Governor's Conference" is more effective if the prestige and influence of the Governor are used.

In other states, particularly where new state constitutional measures or new statewide legislation are to be activated, the Governor's Conference serves as the take-off point for new library programs and new planning.

Such a conference following a statewide survey of total library services and resources and library education dramatizes the survey report and the recommendations it contains and brings them to the attention of the citizens.

An up-to-date survey of total library services, resources and education within a state is a splendid backdrop for a Governor's Conference. Often such surveys are conducted under the aegis of the State Library Development Committee. In some states it has been found that a natural progression is the establishment of a Library Development Committee made up of lay leadership as well as library-related persons, a survey, and a Governor's Conference.

Other states find that greater participation and interest result from the Governor's Conferences. For this conference is a full-dress, full-scale meeting backed by the prestige of the state's chief executive and presented by top-notch figures in the library and trustee field.

A Governor's Conference in name only has nothing to commend it. But a Governor's Conference which is the result of careful planning and programming will have far-reaching effects. Such a conference can give impetus that will endure to the plans and programs presented to participants.

While it is true that Governor's Conferences have been called exclusively for library trustees, it has been shown that such an approach fails to exploit the full potential of the format. Advantage should be taken of the high opportunity to involve citizens from all disciplines to broaden citizen support and understanding of library service and library needs.

It should be noted that for maximum effectiveness, Library Development Committees should include a number of trustees or other lay persons as members. Materials relating to the organization of Library Development Committees, with working outlines, etc., may be obtained from ALA Headquarters Library. There are also copies of survey reports and a growing literature on surveys.

This manual has been written with the most comprehensive participation in mind. Its suggestions may easily be adapted to planning for conferences of varying scope and objective.

## GENERAL OVERVIEW

The chief differences between a regular state library association meeting and a Governor's Conference on Libraries lie in the very magnitude of the Governor's Conference operation and the broadened audience it seeks to attract.

Usually the sponsors of a Governor's Conference have access to greater and more diversified revenues than the regular association meeting, giving opportunity to mount a larger function with more guest speakers and possibly a broader program. Most important of all, Governor's Conferences include among their participants a cross section of citizen leadership and representation, which means a much wider audience than meetings limited to librarians and trustees only.

The conferences are frequently of a single day's duration, although they have run from one to two and a half days in various states, depending upon the topics covered. The timetable included in these guidelines shows a one-day conference but could as easily apply to a meeting of longer duration. The scheduling of plans and the progressive steps in development of the conference would be substantially the same, although the work of the committees and their helpers would multiply in direct ratio to the number of additional days programmed for the conference.

Whether a Governor's Conference is planned for one day or longer, care should be taken that the program is not packed too full -- to guard against its running overtime or exhausting the participants. Too many speakers presenting too many ideas during the short space of such a meeting can easily defeat the purpose of the conference, which is to make people <u>think</u>. It is for this reason that experience dictates one overall conference theme with speakers chosen to emphasize its various aspects in concentrated fashion.

Such a conference affords coverage so broad and effects so far-reaching that the need for extensive preparation must be recognized. A Governor's Conference is not the occasion for petty economies or skimping of effort. A well-planned, well-run, and effective conference demands maximum expenditure of time, effort, and money. Speakers should be the best available to discuss the conference theme. Materials should be informative and graphic. The conference report should be complete, thorough, and interesting. The results of a Governor's Conference will be in direct ratio to the planning and execution of every factor of the meeting, including the follow-up activity.

*Time:* Ample time should be allowed to coordinate the multitude of details involved in a smoothly-run Governor's Conference. Nine months is minimum, twelve months often necessary.

Important to the consideration of the time factor is the timing of each progressive step in the plans, especially the timing of publicity. The first publicity release should go out as soon as the governor agrees to call the conference. As notable speakers accept invitations and other items of interest develop, publicity should be accelerated. (See "Publicity," page 6 )

Another aspect of timing is that to be considered in relation to the legislative session. If the conference occurs in the interval between sessions, it is possible for citizens to approach their legislators requesting support of items indicated by the conference. There are advantages to be gained, however, by scheduling th conference while the legislature is in session. This was done in one state, where the main conference speaker addressed a joint session of the legislature, thus obtaining almost one hundred per cent exposure of the legislators; this was found to be a highly effective technique. It is also possible to set up a meal function to which legislators may be invited by their constituent participants.

A suggested model timetable is included in this manual showing preparation schedule.

*Effort:* Every meeting, small or large, requires coordinated effort by cooperative committees. A Governor's Conference requires such coordinated effort from the time it is first suggested until the reports have been distributed, and the last follow-up meeting held.

Areas of responsibility for the various committees are outlined in the following pages. Every state will, of course, adapt the committees and their duties to fit the local situation, but a broad overall plan with working outline setting out direct assignments to committees is absolutely necessary.

The conference coordinator should be appointed as soon as the Governor's Conference is a settled fact. Committee chairmen should meet frequently and should constantly keep in touch with the coordinator during the entire preparation period.

It has been found that employing a full-time conference coordinator, preferably a person who is an experienced organizer with a public relations background, pays off in terms of a more effective conference. This is sometimes an added staff position at the state library for the twelve months of conference activity. Such a person is specifically charged with all aspects of conference coordination, preparation and dissemination of the conference report, and organization of the follow-up activities.

*Money:* Adequate finances are a must for a good conference. One of the greatest advantages of early planning is that the state library can include the conference as a project in its program and budget for the year. The same is true of the state library association and of trustee groups.

Library Services and Construction Act funds have proved a boon to many states in making possible the holding of Governor's Conferences. If such activities are included in the state plan approved by the U.S. Commissioner of Education, the state can finance the conference in this way. How the payments are handled depends entirely upon the fiscal regulations and procedures in each state. In some states, payments may be made by the state directly to those persons attending such a conference, or the state may make a grant to the local libraries which in turn pay the expenses of persons from their communities. The state library and/or state library association may pay the expenses of speakers, resource people, and the like. Careful management of state and LSCA funds can ensure a large and representative attendance at the conference. In this way, even the smallest and most remote libraries may send representatives from their communities, and the conference will profit by an across-the-board attendance from every section of the state.

If a Finance Committee to solicit grants for other purposes becomes necessary, it should be appointed early in the planning stages so that it will have ample time to do effective work.

The conference coordinator should be informed at all times as to what has been spent, what is available, and what obligations have been incurred by any of the working committees. Only in this way can the conference be kept within its budgetary lines.

*Speakers:* As soon as the conference theme is chosen and the governor has been requested to issue a call, notable speakers of appropriate experience should be invited. The state library will have informed recommendations to make.

The advisory services of the American Library Association and the American Library Trustee Association should also be consulted, and the Library Services Branch of the U.S. Office of Education will be most helpful. Knowledgeable speakers who make effective presentations can do much to ensure the success of a conference. (See also pages 17 and 20 )

*Materials:* Printed materials for display in exhibits and distribution in kits at a Governor's Conference should be interesting and informative. They should apply either in a general manner to library development or should have a direct bearing on the need, problems, or program treated in the conference theme.

The state library will have available printed materials about the state's library resources and development and about problems faced by the libraries of the state. These are most valuable for participants' take-home kits. If, as is sometimes the case, the state library does not have on hand sufficient stocks of its publications to distribute to a large number of people, the conference budget should take into account reproduction of needed pieces.

For materials both of a general and a specific nature, the advisory services of the American Library Association should be consulted. For example: the Public Library Association issues excellent flyers and printed pieces such as "How Does Your Public Library Stack Up?". The Library Administration Division has an excellent flyer on Friends of the Library. Inquiries as to orders for such materials should ask about quantity prices if sizable amounts are needed.

*Publicity:* Such a conference offers an unexcelled opportunity for wide publicity using all media. (See "Follow It Up," page 18 and Publicity Committee, page 15) Billboards, both before and after the conference can focus attention on libraries for those who will not be participants, and thus extend the influence of the meeting. There are many approaches: one state made a 16 mm film of state library service which was shown statewide at many different kinds of meetings to engender interest before the conference. The conference can be a wonderful peg on which to hang an assortment of special appeals, and much attention should be given to its potential as a means of pressing the library's cause through publicity.

*Report:* Whether the resulting conference report is printed, mimeographed, or multilithed is not important; if money is available for printing the report, this process allows more color and reproduction of speakers' pictures and action photographs taken during the conference.

The important thing is that the report shall be complete, containing a full account of the proceedings and texts of all speeches. The report is going to be the tangible outcome of the conference and is going to be a reference book for both professional and lay use. It is going to be the "image" of the Governor's conference on paper, and the conference recorder's job is a responsible one.

In some states a film was made of the conference and used in the follow-upmeetings as a part of the report. Dissemination of the report is an important item. It often is sent not only to those who attended the conference, but to the whole list of those invited, in addition to the full roster of legislators and to other state libraries.

*Results:* "Striking while the iron is hot" was never more true than of the aftermath of a Governor's Conference. Using the conference report as a sourcebook, regional workshops and local meetings should be called to take advantage of the interest stimulated by the conference and to interpret it for those who could not attend. Such meetings are sometimes called by mayors to make possible application of the conference findings and momentum.

If the program has properly developed the conference theme, participants will be ready to put into action some of the new knowledge gained. Follow-up meetings should be arranged before the interest cools so that resulting action in improving library service will be multiplied.

*And finally:* The first spark of an idea for a Governor's Conference can originate with the state librarian, the state association, any librarian, with a local library board, or with an individual trustee. It is frequently a top-priority recommendation of the Library Development Committee. (See section on page 2) It is always worth putting forward, for every state needs the advantage of broad professional and citizen interest in library development which results from a Governor's Conference on Libraries.

Not least among the pleasures and accomplishments of a Governor's Conference is the stimulation of sharing ideas and experiences with others concerned with library development. Governor's Conferences may be scheduled so as to publicize the report of a statewide survey, to strengthen the state library in its budget request, to generate favorable influence for pending library legislation, or to create a fruitful legislative climate affecting the libraries of the state. Whatever the objective, the Governor's Conference affords the opportunity to do effective work for development of the state's libraries, under the sponsorship of the chief executive of the state.

On request of the American Library Trustee Association, the headquarters librarian has set up a reference file at the ALA Headquarters Library containing materials and reports on previous Governor's Conferences held in many states. Such materials are available for loan to any state wishing to plan such a meeting. The standard ALA interlibrary loan request form should be used.

Materials available include:

Conference working outlines
Programs for promotion
Budgets
Invitations
Programs
Materials used in kit form
Proceedings
Summaries and evaluations of conferences already held

At least three states - Oklahoma, Michigan and Washington - made 16 mm films or kinescopes of their conferences. Inquiries for their availability on loan may be addressed to the respective state library agencies.

If any state has already held one Governor's Conference, it may well be that now is the time to begin thinking of holding another. A state which has not yet held its first Governor's Conference should ask: Can we afford not to hold a meeting which will enlist statewide interest in our libraries?

WHO SPONSORS?

The state library and its extension division.
The state library association.
The state library trustee association or trustee section of the state library association.
Other civic and educational organizations.
The Friends of the Library.

*To remember:* The more sponsoring organizations the better, and the wider spectrum of interest they represent, provided they are genuinely interested in library development. Any one or a combination of the above may sponsor a conference; broad participation builds interest and attendance. In one state, forty statewide organizations were sponsors.

*Caution:* If sponsorship is too concentrated in library organizations, an opportunity for fullest effectiveness already is lost.

WHO CALLS?

The governor of the state, jointly with the sponsoring agencies.

*To remember:* Invitations should go out directly from the governor and over his signature. This lends prestige to the invitations and shows plainly the interest felt in libraries by the executive.

*Caution:* Be sure that the governor, having called the conference, participates in it as a speaker. One effective device has been to have the governor address the first session, and to head a receiving line at a reception closing the conference.

WHAT SHALL BE THE THEME AND PURPOSE?

The overall theme, chosen by representatives of sponsoring agencies acting as a steering committee at the initial meeting and stressed throughout

all advance preparations and publicity, should reflect the objectives of the conference.

*To remember:* A symbol, or insignia, illustrating the theme of the conference may be developed to be used on the conference letterhead, all printed pieces and, in enlargement, as a platform backdrop.

*Caution:* Best results are obtained when one subject is chosen as conference theme. Too-broad or too-inclusive themes scatter the impact and divide attention of participants. Stay with one theme and channel the program to develop a picture of most pressing library problems and possible solutions.

WHO SHOULD BE INVITED?

Representatives from state organizations including state church organizations and representatives of private foundations.
Leaders in various fields: business, labor, industry, agriculture, the professions.
Government officials: legislators, city managers, mayors, city councilmen.
Educators: school superintendents, teachers, college and university representatives.
Librarians, library trustees.
Friends of the Library.
Members of student groups.
Out of state visitors: suggestions of those who might be invited are ALA President; ALTA executive secretary; presidents of the regional library associations; state librarians of area states; presidents of trustee associations in area states; governors of area states; director of the U.S. Office of Education Division of Library Services and Educational Facilities as well as regional program officers and branch chiefs.

*To remember:* Every citizen in the State has a stake in the state's libraries. Overlook no group which can be helpful and influential in building better libraries.

*Caution:* An invitation list too heavily weighted with library-related persons will not exploit the full potential of a Governor's Conference.

WHO FINANCES?

State library.
State library association/trustee association.
LSCA funds.
Grant from the governor.
Grants solicited from local business, industry and foundations.
Registration fees from participants.

*To remember:* Adequate financing is a must. Many state libraries include a Governor's Conference as a project in their state plans and budgets, either separately or as part of some other project such as "strengthening the state agency program," "workshops and in-service training," "public information and library planning." Funds from the State's LSCA plan may be used. (See "Money" on page 5 )

*Caution:* Proponents of Governor's Conferences must be sure of enough money before announcements and arrangements are made. Check the following section on expenses and make estimates to present to the first planning meeting.

WHAT EXPENSES ARE INVOLVED?

Salary of coordinator if extra staff position required.
Invitations.
Addressed return envelopes and reservation cards.
Registration blanks, badges.
Special stationery.
Postage.
Telephone and telegraph.
Meeting place.
Speakers' expenses (travel, hotel, honorarium).
Publicity.
Printed materials for distribution kits for participants (of two kinds: Purchased from ALA and others in large quantities; mimeographed locally especially for meeting).
Exhibits, signs, etc.
Administrative expenses.
Travel expenses of committee members to planning meetings.
Travel expenses for participants, if these are to be included.
Necessary reservations for honored guests (meal, room, etc.).
Photographs of conference and speakers.
Reproduction of report of conference plus postage to send to all participants, program speakers, and interested organizations.

*To remember:* A design for conference letterhead should be a first priority. Special stationery may seem an unnecessary frill, but it has

been found that special conference stationery more than pays for itself as a means of identifying and publicizing the conference, its dates, and its sponsors. It should show the governor's name as honorary chairman, the names of sponsoring organizations, and list the various committees. Dates of the conference and its place and time should appear on the letterhead. Name, address, and telephone number of the conference coordinator will increase efficiency in receiving and handling of conference-related mail. Further discussion of expenses will be found earlier in the manual and in the following budget section.

*Caution:* In listing expenses, be sure to explore all possibilities to extend the influence of the conference. Some states made 16 mm films of their conference and at least one made a video-tape 30-minute program with a panel format using out-of-state conference speakers along with local leaders. One state produced a 16 mm film running 17 minutes at a cost of $1,200.00 (1965). (See "Publicity," page 6 )

## HOW ABOUT A BUDGET?

The only efficient way to handle a meeting of this size is through careful budgeting. The executive or steering committee should, from the very first, make all plans and arrangements on the basis of Finances available balanced against essential expenses.

Although many of the expense items necessarily will be estimates, such estimates can be amazingly accurate if full information is obtained prior to incurring obligations.

Consultation ofthe files of reports on Governor's Conferences held in other states, available from the ALA Headquarters Library on request, will be helpful in furnishing data as to similar expenditures made for similar conferences. Copies of conference budgets are available (see page 8 ) but should be examined carefully to determine whether some costs have been absorbed by another agency, and thus not listed.

## WHAT ORGANIZATION IS NECESSARY?

The following section sets out a suggested roster of necessary committees and their charges. These will, of course, vary with local situations and are included as a point of departure. A "Charge to the Coordinator" lists the broad duties of this office.

Charge to the Coordinator: The Coordinator will:

1) prepare charges to the committees.
2) in consultation with specialists devise letterhead and insignia.
3) draft letter of invitation to go out to Statewide Planning Committee from the governor's office.
4) draft letters to committee chairmen and personnel.
5) meet with committees at times decided by them.
6) be responsible for providing agenda, necessary reports, minutes for all committee meetings, along with lists of subjects for discussion.
7) be responsible for initiating and carrying out all correspondence indicated by committee decisions; this includes invitation coordination.
8) prepare timetable for pre-conference planning.
9) draft the conference budget with council of Statewide Planning Committee.
10) prepare working outline for conference day.
11) coordinate the work of all committees.
12) assume appropriate responsibilities for follow-up meetings.

Statewide Planning Committee: Composition should include representation of laity and professions drawn from all types of libraries and kinds of activities. It should show some geographical spread. It will be made up of chairmen of subcommittees as ex-officio members, heads of sponsoring organizations and others as above to make a roster of about 30. This is an action committee, top level, and will handle major policy decisions. It probably will meet a maximum of three times.

The Statewide Planning Committee will:

1) decide and enunciate purposes.
2) state theme.
3) decide how this should be interpreted through program format and content.
4) decide on composition of audience.
5) decide who shall receive the proceedings.
6) receive the budget.
7) approve the conference letterhead and insignia.
8) receive the reports of subcommittees.

Subcommittees of the Statewide Planning Committee will include: Program, Invitations, Arrangements, Hospitality, Public Relations, Proceedings, Follow-Up Meetings. Composition and duties of each subcommittee follow.

*Program:* Should be composed of persons knowledgeable about human resources available and with some experience in conference planning. This subcommittee:

1) decides which speakers can best implement item number three in the Statewide Planning Committee listing.
2) invites and briefs speakers.
3) decides who will preside at each session.
4) approves the printed program.

*Invitations:* This committee should be small and knowledgeable about effective group make-up, and the kinds of organizations whose membership should be included in lists of participants. Attention is invited to suggestions on page 10. It will:

1) decide on organizations and persons to be polled for invitation suggestions.
2) approve text of letter to be sent out asking for suggestions.
3) devise follow-up to make sure maximum audience is reached and that it is of such composition as to assume the achievement of the goals for the conference.
4) decides on deadline for acceptances.
5) decides what kind of pre-registration form should be included in mailing.

*Arrangements:* This committee should be largely of local persons, small in its action aspects, but should be prepared to call on numbers of people for conference day to carry out its plans. It:

1) inspects physical facilities available and decides on best use of them.
2) confers with hotel representative to go over the plans, gets firm commitment for items required.
3) decides on menu for lunch, sets up price to cover tax and gratuity plus morning coffee.
4) plans registration procedures and on conference day mans the desks.
5) assembles materials and stuffs kits.
6) plans coffee service with hotel; on conference day provides supervision and hosting.
7) places exhibits for conference day.
8) provides persons on conference day to act as guides and prods to get people into the session, guide to lunch and back, and so on. These persons should be provided with a modern button of some kind, not a fusty old ribbon badge. Perhaps a button to be given to all conferees would be an idea -- one that they can take home and wear to the follow-up meetings to identify themselves as a member of the local resource team by virtue of having attended the conference. This is an attitude we hope to inculcate in them -- a feeling of new responsibility on the home ground.

9) personally inspects facility on the day of the conference. Particular attention should be paid to brightness of lighting, etc., earlier. Conference day must be checked for lighting, audio equipment, and a firm commitment from hotel to have an engineer for sound and temperature on call. The committee is responsible for ventilation, temperature of room, all aspects of the physical facility.

*Hospitality:* This committee has little to do with the quality of the conference, except as it is seen and felt by all those participating in the program. The Hospitality Committee is to make these persons comfortable and capable of producing at their best. Where applicable, this committee:

1) writes to speakers, asking for travel schedules.
2) makes hotel reservations and informs speakers early where they will be.
3) meets speakers on arrival and escorts to departure.
4) acts as escort to speaker through conference day, on hand constantly.

*Public Relations:* This committee will work closely with the state library public relations person or other designate who will be responsible for carrying out the committee's judgments. It should be composed of persons knowledgeable in the media; some innovative members would be desirable. A liaison from the governor's office is necessary. The committee will:

1) plan kind of publicity to be used.
2) set up a timetable of releases and uses of various media.
3) make decision as to use (and if so, of funding) of billboards.
4) write speakers for pictures and biographical sketches.
5) plan coverage of conference day.
6) plan and select printed materials for distribution in kit.
   NOTE: Production of invitation, program, proceedings and kit pieces will be under direction of state library public relations person or other designate.
7) plan content and execution of exhibits.
8) in consultation with the Arrangements Committee, decide on signs necessary for meeting and produce these for the hotel. Also consider signs in the city for the day, which would call attention to the meeting as they directed traffic.

*Proceedings:* This committee should be small and made up of persons experienced in producing printed material. The committee will:

1) devise format.
2) write speakers for texts of speeches before the conference.
3) arrange for such taping or other reproduction as necessary.
4) in consultation with the Public Relations Committee, see that required pictures will be available both in head shots and action pictures on the day of the conference.
5) proof read and approve the manuscript, its content and layout.

*Follow-Up Meetings:* The membership of this committee should be made up of the ex-officio members drawn from the appropriate committee chairmen. The committee will:

1) set out guidelines to local leadership as to invitations (whether open or by invitation, number to be planned for, etc.).
2) devise general outline of programming for all meetings.
3) set out guidelines for publicity, exhibits, kits. etc.
4) act as general advisory body to local planning groups.

*Caution:* Do not overlook national possibilities within the state picture. One state won the John Cotton Dana Publicity Award for its Governor's Conference publicity.

WHO ADMINISTERS?

State librarian, president of state library association, or president of state trustee association are possibilities.
A conference coordinator from state library staff is preferable, one who can give it full time.

*To remember:* Coordination of a multitude of details is most efficiently handled by one informed, responsible person. A coordinator chosen from or added to the state library staff has been found an excellent solution.

*Caution:* People cost money, but also it is upon them that the success of the undertaking depends. Overhead is expensive, but of extreme importance.

WHO SHOULD BE ON THE PROGRAM?

The governor - opening speech, address of welcome.
The keynote speech - state librarian or invited speaker.
Professional specialists on aspects of conference theme (from ALA leadership, the Library of Congress, the U.S. Office of Education Library Services Branch, and other libraries and library associations).
Trustee speakers.
Leaders of business, industry, education, etc., as suggested by conference theme.

*To remember:* Speakers should be chosen who can enlighten and inspire on the various aspects of the conference theme. Excellent advice is available from the state library, ALA Headquarters, and the U.S. Office of Education Library Services Branch at Washington, as to speakers and their experience and backgrounds. The program and its impact upon participants is the whole purpose of the Governor's Conference -- plan for the best program and the best speakers possible.

*Caution:* Be sure that your speakers are fully briefed at the outset and understand precisely what their role is. One state achieved this by sending speakers full minutes of each planning session as it occurred. This enabled them to see their individual contribution within the context of the whole meeting. Failure to brief properly can result in an unfocussed program.

WHAT ABOUT AUDIENCE PARTICIPATION?

Discussion groups of controlled size, to include:

Discussion leader
Resource person
Recorder
Limited number of participants or a reactor panel following major speech or questions allowed from audience (but only if speaker agrees beforehand and is skilled in this technique).

*To remember:* In the case of discussion groups, the suggested subject should be assigned each group beforehand. Discussion teams should be briefed before the conference opens. Using basic information provided by printed materials and by speakers, each group discusses two or three outstanding questions of a general nature and its own assigned topic. The single most important recommendation of each group recorded on a card and given by the recorder to the concluding speaker of the conference for a summation report.

*Caution:* While audience participation often seems unwieldy, it is well worth the planning time involved. It is here that the conferees have an opportunity to contribute, to raise questions, offer solutions to problems posed.

## HOW TO EVALUATE?

State library and sponsoring agencies should appraise response among participants, both at conference and in succeeding months, to evaluate a conference and decide whether to repeat such a conference at some future time when a real need indicates such structuring, and to determine how procedures could be improved.

*To remember:* Real effectiveness can be measured only by changes in the library climate over the state during the succeeding months. It is rarely possible to make a good evaluation of a learning experience on the scene at the time.

*Caution:* Do not schedule Governor's Conferences too closely together. Much of their strength resides in their preservation as a rare occasion structured to respond to a real need.

## FOLLOW IT UP!

Report of the proceedings of the Governor's Conference should be completed and distributed as soon as possible after the conference closes. Taking every advantage of the built-in impact of the conference and the report, regional and local meetings throughout the state should be planned, using the conference report as source material to spark local action by individual citizens and organizations.

A suggested list of recipients for the proceedings includes conference attendees, public libraries, academic libraries, selected school libraries, members of the state legislature, library board presidents, local governing bodies, special librarians, recorders of documents and directors of other library functions of the state, directors of undergraduate library training programs in area colleges, out-of-state state library agencies, library schools and the ALA Headquarters Library, the U.S. Office of Education Division of Library Services and Educational Facilities and appropriate regional offices.

*To remember:* Do not overlook any useful area of reemphasis. Some states have requested donations of billboard space and allocated a part of the follow-up budget to artist-designed posters, not directly conference related, but on general library development themes. This may also be done pre-conference. (See "Publicity," page 6 )

*Caution:* Failure to follow up at top efficiency will dilute the potential results of the conference.

## SUGGESTED MINIMUM TIMETABLE OF PREPARATIONS FOR A GOVERNOR'S CONFERENCE

(Assuming the Conference is planned for June 15 of any year)

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|---|---|
| September 15 | Conference decided upon in joint meeting of state librarian, chairman of Library Development Committee, president of state library association, and president of state library trustee association; target date chosen. |
| September 28 | Governor requested to call conference on libraries. |
| October 15 | Governor grants request; publicity begins, coordinator appointed. |
| November 1 | The sponsors call representatives of other statewide organizations into meeting to form the Statewide Planning Committee.<br><br>Theme of conference chosen; preliminary plans made.<br>Special stationery ordered for invitations and all conference-related correspondence.<br>Working committees set up: Program, Arrangements, Publicity, Finance; their first meetings scheduled.<br>State librarian writes to organizations requesting lists of their representatives for invitations. |
| December 15 | Program Committee and Statewide Planning Committee plan program.<br><br>Speakers selected (with first and second choices indicated) and invited by telephone to avoid delays. |
| January 15 | Governor's letter of formal invitation goes out to speakers who have accepted.<br><br>Governor's letter goes out to persons selected as leaders and recorders, inviting them to serve. |

February 1-15 — Governor's letter of invitation goes out to statewide list of participants, asking reply by March 30th. (Card enclosed listing participant's name, address, organization represented, occupation, etc. Addressed return envelope enclosed to facilitate replies.)

March 1-31 — Reservations come in throughout month.

Program and Publicity Committees compile lists of materials to request from ALA, periodical reprints, and other sources; coordinator orders.

April 1-30 — Coordinator supplies leaders, recorders, etc., with briefing sheets, samples of all materials to be used, etc.

Programs printed.

Hotel reservations made for speakers and transportation arranged.

May 1-30 — Exhibits prepared.

Registration forms, delegates' badges printed.

Materials for delegates' take-home kits sorted and coordinated, as received.

Participants' kits stuffed by volunteer committee (probably from library and library trustee associations).

Hostesses for participants invited to serve, badges prepared (to handle registration, etc.).

Statewide Planning Committee and Program Committee complete arrangements and program for lunch.

Head-table guests invited for luncheon.

Hospitality teams appointed from all-committee roster to meet speakers, escort to hotel and auditorium, and to airport on departure.

Social functions (optional with local groups) planned for entertainment of visitors.

Publicity Committee arranges for photographs of conference, luncheon, etc. (for conference report, newspapers, etc.).

Recorder completes advance collection of texts of speeches for report.

| | |
|---|---|
| June 1-10 | Governor holds press conference about upcoming conference, its importance, etc. |
| | Publicity Committee invites local newspaper, television and radio stations to cover conference, supplies prepared, releases for pre-conference publicity. |
| June 14 | Final preparation of auditorium for conference, with displays and exhibits of materials, delegates' kits in readiness for distribution. |
| | Briefing session for group leaders, recorders and resource persons. |
| | Speakers met and entertained (a cocktail party by the governor and his wife, or a tea by library-library trustee associations might be held on pre-conference evening). |
| June 15 | Governor's Conference on Libraries (9:00 a.m. to 4:30 p.m.) |
| July 15 | Conference report mailed to participants, speakers, others (See "Conference Report" page 6 ). |
| | Final bills and expenses paid. |
| | Full file of conference materials sent to ALA Headquarters Library for file. |
| September 1 | Follow-up regional workshops and meetings begin throughout state. |
| October 15 | Coordinator closes office. |